

Case Studies

Business Situation

A member of the Senior Management Team of a paper-goods manufacturer approached ALESYS in the mid-1990s. He was extremely concerned about the future of his company in light of serious operational and quality problems. Customers were complaining about the poor quality of the products and late deliveries of critical orders. He needed an immediate solution before Customers started to abandon the company. His goal was to solve these problems very quickly and increase Customer satisfaction and loyalty. He said he thought the problems were related to lack of training.

ALESYS Solution

ALESYS met with the entire Senior Management Team to identify what they believed caused the quality and delivery problems. Their major recommendation was that the production Shift Leaders needed training on how to more effectively manage their workers and improve quality, reduce waste, and increase production and safety.

We arranged focus groups with all shifts of the operating teams and found they had many other issues of concern, especially related to outdated operating procedures. Some individuals knew how to work with older pieces of equipment, but did not share that information with other workers except at a very surface level. When they were not available and problems arose with a machine, production came to a halt. By the time the machines were repaired, critical production schedule time had been lost. Just keeping the machines running was the major concern of the Shift Leaders. They were not able to focus on quality and safety at all.

The staff agreed that many improvements could be made if they were taught how to document best practices throughout the plant and then were trained in safety and quality methods. It was evident that these employees wanted to do more on behalf of the company, but had not been given the opportunity to contribute fully.

The ALESYS Project Team worked with Senior Management to quickly prepare objectives that would guide a comprehensive improvement process. Metrics were also established based on benchmark data. The improvement plan included documenting and updating all operating procedures, creating Quality and Safety Teams across all shifts, and holding them accountable for researching and recommending the best methods for producing quality products on time with a significant reduction in waste and a significant improvement in safety. All plant staff and management received user-friendly Six Sigma quality training from ALESYS, and the Shift Team Leaders were given a comprehensive supervisory training program over a six-month period.

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Manufacturing Industry

Results Achieved

Together, ALESYS and this company implemented the above improvements within nine months. Employees, Senior Management, the Sales Team, and Customers realized the impact of this effort almost immediately. The Plant Manager best summed up the impressive results by saying, "I simply could not believe how quickly everyone in the plant rallied to the improvement process ALESYS put in place. Everyone was involved in making contributions to improve quality and safety, and that enabled the Production Teams to meet or exceed their delivery schedules with a new pride in their work that I have never seen here before."

Customer loyalty increased significantly in a very short time, and the Sales Team was able to more realistically schedule projects that they knew could be achieved on time and at the level of quality that Customers expected. The whole organization then set about planning for continuous improvements in every aspect of the operation. Even the Sales Team requested training on how to increase their contribution to the bottom line.

ALESYS is an international consulting and training company with a focus on leveraging learning to help Customers achieve their organizational goals and use learning as a competitive advantage to generate business profits. We bring a depth and breadth of expertise and best practices gathered during our many years of successful work with organizations all over the world. For organizational change efforts to be effective, only a custom designed approach will yield results. These results must not only solve your organizational issues, but they must also translate into long-term sustainable change and profitability.

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